

UNIVERSITY OF CAPE COAST

RECRUITMENT AND SELECTION PROCESSES OF INTERNATIONAL
MINING COMPANIES: THE CASE OF ANGLOGOLD ASHANTI
(IDUAPRIEM) AND GOLDEN STAR (BOGOSO/PRESTEA) LIMITED

BY

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DECLARATION

Candidate's declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's signature..... Date.....

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Supervisor's declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on dissertation laid down by the University of Cape Coast.

Supervisor's signature..... Date.....

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ABSTRACT

The primary focus of this study was to investigate the recruitment and selection processes used by two International Mining Companies, AngloGold Ashanti Iduapriem Limited (AAIL) and Golden Star (Bogoso/Prestea) Limited (GSBPL) operating in GHANA.

To achieve the purpose of the study, 127 employees comprising top management, senior and junior staff were interviewed using self administered questionnaire. The primary data was supplemented with secondary information collected from the companies that were investigated.

The study, found that the two companies to a greater extent adopted similar approaches in their recruitment and selection processes. The print media was identified as the most used medium to attract applicants. Written examination and interviews were also identified as the most used selection techniques. However there were also challenges that confronted the companies in this activity. The main difficulty lied in attracting middle management personnel and technical staff. The emergence of many mining companies in the sub-region equally posed a major challenge to the companies recruitment and selection process.

Based on the findings, it is recommended that the companies formalize and review their recruitment policy to better serve the present and future needs through training of the human resource professionals engaged in this activity. It is expected that the implementation of this recommendation should see some degree of improvement in this functional area of management activity in the two companies.

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DEDICATION

To my wife Mrs. Hilda Ansah whose words of encouragement inspired me to work towards greater heights.

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ACRONYMS

KNUST	Kwame Nkrumah University of Science and Technology
GSBPL	Golden Star (Bogoso/Prestea) Limited
AAIL	Anglogold Ashanti Iduapriem Limited
GDP	Gross Domestic Product
CIP	Carbon in Pulp
ILO	International Labour Organisation
DIIA	Division of Instructional Innovation and Assessment (University of Texas)
SPSS	Statistical Product and Service Solutions
SSSCE	Senior Secondary School Certificate Examination
BECE	Basic Education Certificate Examination
CBA	Collective Bargaining Agreement
BIOX Plant	Bacteria Oxidation Plant

CHAPTER ONE

INTRODUCTION

Background to the study

Recruitment and selection make up the staffing function in organisations and are therefore one of the most important of all decisions employers have to undertake (Warner, 2000). The productivity and efficiency of organisations have therefore almost always depended heavily on the quality of the workforce in organisations (Wolf and Jenkins, 2006). Thus the success or failure of an organisation is partly determined by the caliber of the workforce and the efforts the workforce exerts, on the operations of the organisation.

According to Cole (2002), this area of activity constitutes one of the core functions of managing human resources in any organisation. It is therefore the responsibility of the Human Resource Department to make sure that individuals with requisite skills, knowledge, energy and experience are selected through the recruitment process to perform the various tasks in an organisation. Achieving this goal will mean adopting a step by step process in this area of management activity. The importance of having an efficient and effective procedure for recruitment can hardly be exaggerated if organisations are to be able to identify and employ staff who consistently fulfill their roles and are capable of taking on increased responsibilities.

Put differently, the hiring process can contribute only to organisational excellence if it is executed by developing effective strategy which is consistent with the needs of an organisation (Cole, 2002). Writing on recruitment and selection procedures Jago (1997), submitted that the joint activity in organisation should first be seen as a professional undertaking that should form part of the portfolio and management skills of any senior specialist. Fuller and Huber (2000), states that just as organisations carefully weigh decisions to expend financial capital, so should we carefully weigh recruitment practices by developing a specific set of recruitment policies.

Asare-Bediako (2002), on his part, explains that without such a procedure it becomes difficult to guarantee quality performance, since no amount of motivation could change the performance of a wrong person once selected. An effective recruitment process therefore should be seen not only as a first step towards organisational excellence but an important cost control mechanisms as well (Hay group, 2004)

Anglogold Ashanti Iduapriem and Golden Star (Bogoso/Prestea) Limited are both multinational mining companies operating in the Tarkwa Nsuaem Municipality and the Prestea Huni Valley District respectively and classified among the large scale mining companies operating in the country. It is estimated that, large scale mining companies in Ghana including Anglogold Ashanti Iduapriem and Golden Star (Bogoso/Prestea) Limited offer jobs to about twenty thousand (20.000) direct employees made up of professionals such as Geologist, Engineers, Scientists, Economists and Administrators. Others include artisans

such as Carpenters, Electricians, Plumbers, and Mechanist (Mireku-Gyimah, 2002).

Finding the right employees both in numbers and quality will thus form one of the core duties of the human resource department in the respective companies through the workforce strategic planning processes where information regarding how many employees are needed and their categories known. Armstrong (1998) submits that the processes of acquiring the human resources required in an organisation call for an initial analysis of the strategic objective of an organisation and the human resources required. The essence according to the writer is to identify the shortage of any specific skills required to ensure effective and efficient operations of organisations. The focus of this research is to understand the processes used in recruiting the required employees in these two companies.

Statement of the problem

Managers are people charged with the responsibilities of accomplishing the objectives of an organisation, with and through other people. Hence critical to the development of an organisation personnel activity is to acquire people to perform the various tasks in the organisation. However getting the right kind of people at the right time may not be that simple an exercise, against a worldwide report of shortage of qualified workforce for mining operation given that mining operation have become more technologically advanced, with many of the jobs

requiring far more skills than was the case a decade before (Barta and Samor, 2005).

At Golden Star (Bogoso/Pretea) Limited, limiting the challenges of the company to technical and financial difficulties would be inaccurate. Challenges exist in the recruitment of mining professionals with critical skills for the various fields. Attempts to liaise with the College of Engineering of the Kwame Nkrumah University of Science and Technology (KNUST) to recruit potential core employees from the final year students is a pointer to the recruitment challenges facing the company and the vigorous programme being put in place to attract and retain regular supply of core staff to achieve organisational goals on sustainable basis.

Additionally acquiring the requisite personnel to ensure the efficient operation of the world's largest Biox plant which has been built and is in operation at the Bogoso plant site has been one of the biggest task that the company continues to grapple with. Efforts continue to be made to acquire the requisite personnel to augment the current staff to ensure that the new plant operates at full capacity. In the non-mining departments, there are problems with personnel to contend with as well. There are shortfalls in personnel in department such as the Mine Maintenance, Environment and the Human Resources department. More than 20 vacancies exist to be filled in these departments. Attempt to cut down the number of expatriate staff also remains largely unsuccessful in view of the dearth of professionals available locally to support the operations of the company.

At AngloGold Ashanti (Iduapriem) difficulties in recruiting qualified personnel have been encountered in the Mining, Mechanical, Geology, Instrumentation/Electrical, Survey and Safety departments. Vacancies in these departments are yet to be filled. Attempt to look for a safety professional with an engineering background which started years ago, is still ongoing. Four vacancies remain to be filled in the Mechanical Department.

The circumstances described in the preceding paragraphs therefore, convey how difficult it has been for Golden Star (Bogoso/Prestea) Limited and AngloGold Ashanti Iduapriem in recruiting qualified personnel for their operations and how these challenges might be impacting negatively on their operations. The situation thus raises key questions of concern for investigations such as: How do the companies undertake their recruitment activities? Are the recruitment activities of the companies guided by well spelt out policies? What are the major challenges that confront the companies in their attempt to acquire the right caliber of personnel for their operations? What category of potential employees are difficult to recruit and what could be done to improve the situation?

It is against this challenging background that the study sought to explore how the two international mining companies, undertake their recruitment exercise with the view to, attracting the right caliber of employees.

Objectives of study

- The general objective of the study was to investigate the employee recruitment and selection processes in Anglogold Ashanti Iduapriem and Golden Star (Bogoso/Prestea) Limited.

The specific objectives were to;

- Identify the challenges that confront the two companies in recruiting qualified personnel for their respective companies;
- Discuss the most often used internal recruitment and selection methods in filling available vacancies;
- Describe the most often used external recruitment methods in attracting potential qualified applicants and its rationale; and
- Make recommendations towards future recruitment practices in the organisation

Significance of study

This study is worth undertaking since mining as an economic activity contributes to Ghana's Gross Domestic Product (GDP). Thus the outcome of the study will contribute to the body of knowledge on recruitment processes in the mining industry where little or not much research has been done.

It also seeks to serve as valuable reference point for students and other scholars in the academia who may want to conduct similar research in other mining companies. Professionally, it further seeks to strengthen the recruitment practices of the two companies through review of their processes, adopting the

best practices and developing the capabilities of employees charged with this management activity.

The study outcome will equally provide informed and insightful information to policy makers and government agencies and officials, professionals and practitioners on the specific skills requirement in mining companies and to address recruitment concerns in communities in the catchment areas of the two mining companies.

Organisation of study

This study is organised into five chapters. The introductory chapter focuses on the background to the study, statement of the problem, research objectives, the significance of the study and the structure of the report. Chapter two deals with the subject matter of the investigations which is a review of the literature of Human Resource Management, specifically focusing on the recruitment and the selection practices in the literature. The third chapter discusses the methodology, basically it covers the profile of the two companies with the second segment explaining the methods used to collect and analyse data for the study. Chapter four presents analysis, interpret and discusses the empirical evidence from the two companies. The concluding chapter summarizes the main findings of the study, draw some useful conclusions and lessons and makes recommendations towards improving recruitment and selection practices by International mining companies in Ghana.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Effective recruitment and selection processes are considered critical to organisational success. They enable organisations and businesses to have high potential employees who become satisfied with their jobs and contribute positively to the firm's bottom line. On the contrary, poor recruitment and selection processes often result in mis-matches which can have negative consequences for an organisation. Effective recruitment and selection processes are therefore not only the first step towards organisational success but are important cost control mechanisms (Hay Group, 2004).

Being conversant with the ground rules for recruiting is therefore extremely important if the process is not to be flawed from the very beginning. In this regard, the issues that the researcher needs to understand from the perspective of the literature review are what is recruitment? What are the aims of recruitment? What are the identified complexities in recruitment? What are the sources of recruitment and the prescribed selection processes to be used in developing a unique recruitment and selection systems that will be aligned with an organisation's interest? Attempt would be made to look at each of these in the course of the literature review.

Recruitment defined

Though difficult to get a universal definition for recruitment, a number of meanings have been given by some scholars. Bernthal and Wellins (2001) explain that recruitment is the process of identifying and attracting candidates from within and outside an organisation to evaluate for employment. Bohlander (2004) views recruitment as the process of locating potential applicants and encouraging them to apply for existing or anticipated job openings. Fuller and Huber (2000) define recruitment as the process of providing an organisation with a pool of potentially qualified candidates. Jackson and Mathis (2004) also think recruitment is the process of generating a pool of qualified applicants for organisational success. Cole (2002) defines recruitment as a specialized activity undertaken to attract sufficient and suitable potential employees to apply for vacancies in an organisation. Nwanchukwu (1992) also sees recruitment as the process of attracting all prospective applicants for job position in an organisation. Tyson and York (1993) on the other hand view recruitment as the phase which immediately precedes selection. Synthesizing the above definitions, recruitment could be seen as a process that seeks to attract and provide in sufficient numbers all potential employees for evaluation and placement in line with an organisation's quest in meeting its labour requirements whether from within or outside the organisation.

Objectives of recruitment

Writing on the nature and purpose of recruitment Tyson and York (1993), state that the purpose of recruitment is to pave the way for the selection

procedures by producing, ideally the smallest number of potential candidates who appear to be capable either of performing the required tasks of the job from the out set, or at developing the ability to do so within a period of time acceptable to the employing organisation.

Put differently, the writer point out that the underlying reason for recruitment is to help in attracting genuinely suitable candidates and carefully examining their credentials in order to provide a short list for further investigations in the selection process. Sohel and Schroeder (2002) also submit that ideally the recruitment process is intended to identify prospective employees who will fit well with the hiring organisation. According to Fuller and Huber (2000) the general purpose of recruitment is to provide an organisation with a pool of potentially qualified job candidates.

The underlying objective is to acquire this pool at the lowest possible cost, reducing the number of obviously 'over' or 'under' qualified candidates, reducing the likelihood that an applicant, once hired would leave the organisation after a short time; and meeting the organisation's legal and social obligations. Armstrong (2001) argues that the overall aim of the recruitment and the selection processes is to obtain at the minimum cost the number and quality of employees required to satisfy the human resource needs of the Company.

Cole (2002) also holds the view that the underlying reason for embarking on recruitment activities is to attract sufficient and suitable potential employees to apply for vacancies in the organisation whilst the principal purpose of selection by comparison is to identify the most suitable applicant and to persuade them to

accept a position in the organisation. Abnory (2001) also holds the view that; the aim of recruitment is to mobilize potential employees for any organisation. In other words, it seeks to create a large pool of persons who are able and willing to work for a particular organisation.

Asare-Bediako (2002) also thinks the aim of the recruitment and the selection process is concerned with identifying, attracting and choosing suitable people to meet an organisation's human resource requirements. Other Objectives of embarking on recruitment activities may be summarized as follows:

- Attract people with multi-dimensional skills and experiences that suit the present and future organisational strategies;
- Induct outsiders with a new perspective to lead the company;
- Infuse fresh blood at all levels of the organisation.
- Develop an organisational culture that attracts competent people to the company;
- Search or head hunt people whose skills fit the company's values;
- Devise methodologies for assessing psychological traits;
- Seek for non-conventional development grounds of talent;
- Search for talent globally and not just within the company;
- Design entry pay that completes on quality but not on quantum; and to anticipate and find people for positions that do not exist yet.

Complexities in the recruitment process

Though core to the recruitment process is to attract sufficient numbers and to increase the selection ratio, the function of recruitment is a complex activity owing to a number of factors. Turner and Turner (1994) argue that no organisation or business enterprise exists in a complete isolation from its environment. In other words, there are a number of hurdles created by internal and external factors which management in organisations needs to be aware of if they are to be effective in what they engage in. The activity of recruitment which includes the search for prospective employees is therefore affected by both internal and external organisational factors as summarized below:

Internal factors

- Organisational policy regarding filling up of certain percentage of vacancies by internal candidates;
- Local candidates (sons of the soil);
- Influence of Trade Unions;
- Government regulations regarding reservations of certain number of vacancies to candidate based on community, region, caste and sex;
- Influence of recommendations, nepotism etc.
- Working conditions;
- Promotional opportunities ;
- Salary levels, type and extent of benefits;
- Personnel policies on recruitment;

- Image of the organisation; and
- Ability and skill of the management to stimulate the candidate.

External factors

- Personnel policies and practices of various organisations regarding working conditions, salary, benefits, promotional opportunities, employee relations etc;
- Career opportunities in other organisations; and
- Government policies

However, the degree of complexity in the recruitment processes can be minimized by formulating sound policies. Cole (2002) argues that a recruitment policy represents the organisation's code of conduct in this area of activity and that within such a framework detailed plans and procedures can be devised and put in place. These are necessary because they ensure that recruitment processes are systematic, consistent and responsive to internal needs. But in achieving the aims as spelt out by those distinguished scholars, what are the processes to be followed and to what extent do these reflect in the recruitment and selection practices of the two Companies?

Stages or steps on recruitment process

Siu-ki and Kleiner (2000) explain that many factors would have to be considered when making a hiring plan. A well defined job description in relation to the actual needs of the particular division is important. Participation of the

management and related team members is also highly recommended in the exercise. Beside the quality, including experience, education, intelligence, appearance, personality etc of the prospective employee has to be determine before hand.

Company policies, vision and goals, attitudes of team workers, lead time allowed, employee turn over rate, and budget for the hiring programme are all critical internal factors to be considered carefully. This is to ensure effective hiring process in spite of the fact that organisations may have their own unique ways. Continuing, the writers argue that in the hiring activity, recruiters need to have a very clear idea about the needs of the division they are recruiting for.

Recruiters also need to attend business meetings at the department and get feed back from current employees on their short and long term business goals. For it is by so doing that the recruiter can define the exact requirements of the department and decide on the type of person being sought. Tyson and York (1993) on their part posit that the extent to which the objectives of recruitment are achieved depends on how well the basic tasks of manpower planning and job analysis are carried out. To the writers, the necessary processes in recruitment include knowing what resources you want, what resources are available, where and how they may be found and they should be examined under the following sub-headings;

- Determining the vacancies;
- Considering the resources;
- Preparing and publishing information

- Processing and assessing applicants; and
- Notifying applicants

Jago (1997) suggests the following steps in undertaking recruitment: First the need for recruitment should be established by involving your team members, key team members only or reach a decision on this your own. Once the decision is made developing the job description for the vacant position becomes the starting point of the recruitment process and will form the basis of every step that follows.

The essence is to help in clarifying the thought of the recruiter and prevent any misunderstanding about the job. In the main, the job description helps in describing the requirements of the job (not the person who will do it) be it for a temporary post or a permanent one. The writer however explains that in the case of a temporary post, this need not be elaborate. For a permanent position, a job description should be organized under six (6) headings;

- Job title: This can be as specific or general as one likes.
- Responsible to: The job title (not the name of the person to whom the job holder reports).
- Responsible for: The number, titles of team members the job holder supervises or is responsible for.
- Main purpose: Two (2) to three (3) lines summarizing the overall objectives of the job.
- Specific Responsibilities: A list of the key tasks that makes up the job.

- Additional information: Any other details that do not fit under the above headings.

Person's specification

This describes the qualifications, professional expertise and other attributes required of the person to do the job. The job description in the view of the author should form the basis of developing a desirable job specification, if one is not to be carried over and end up seeking a multi-skilled paragon who does not exist. This way you could develop the essential and desirable characteristic that you seek from the person needed to do the job.

Essential characteristics are explained as those without which job cannot be adequately done. Desirable characteristics are those you would like the job holder to have but are not essential. These will help in selecting the best candidate later in the recruitment process. Jago (1997) also suggests a five person specification heading which include:

- Physical make up: This relates to appearance and health. This may be unimportant in a senior or front line role involving user contact;
- Attainments: This refers to professional and practical experience. It is useful in specifying for instance the type of experience being sought but equally bearing in mind that if the recruiter becomes too specific you may exclude good candidates with valuable transferable skills;
- Special Aptitudes: This may include for example, IT or language skills. A specific working knowledge of a particular IT system may be mentioned.

- Disposition: The personality of the candidate you seek should fit the culture of the organisation; and
- Circumstance: This does not involve probing into someone's private life but to be sure that the requirement of the job will not conflict with one's domestic commitment.

Jackson and Mathis (2004) indicate that in a large organisation in particular, recruitment often begins when a manager notifies someone in the human resource department that an opening needs to be filled much like submitting a supply requisition to the purchasing department. Following this, the human resource representative and the manager must review the job description and job specification so desired of an applicant. Resorting to the above analysis will help in coming up with a job description and specification which will enable the recruiter to gain full clarity of the person they want to hire in a well written vacancy (Hay Group, 2004).

Berger and Reeves (2004) contend that the hiring process consists of numerous steps, but starts with undertaking a needs analysis of the organisation; developing an accurate job description; and a person's specification by utilizing effective recruitment strategies. The literature on recruitment therefore, recommends a systematic procedure comprising four (4) stages; an assessment of whether the vacancy needs to be filled, a job analysis; and the production of a job description and specification. But where employers should turn to offer their needs analysis, producing a job description and person's specifications required

for a vacant and defined position implications for which is taken up in the subsequent sub-section.

Labour markets (sources of supply)

Tyson and York (1993) states that the labour market relates to the sources through which recruits are obtained. Obuobi (1998) supports this view, but argue that recruits from the labour markets into organisations are obtained from a variety of sources and divides this into two (2) categories. It involves a search effort from inside (internal source) and outside (external source) of the organisation.

Internal sources

Four (4) recruitment sources for candidates inside the organisation are identified by Fuller and Huber (2000), namely; promotions from within; lateral transfers of employee's job rotation, and hiring of former employees. The above processes are made possible in their view through two frequently used methods that is the use of job posting and skill inventories. Job posting involves prominently displaying current job openings in order to invite all employees of the organisation to apply. In the past it was used for clerical and blue-collar jobs, but increasingly it is being used for all types of jobs at all levels of organisations which are quite consistent with the trend towards high involvement and open communication in organisation.

The skills inventory method uses human skill information on all employees. Information could include name, employee number, job classification, previous jobs and experience, salary levels, skills assessment results, employee interest and career goals. In addition to the above methods, employees often become candidates for open jobs through informal systems in the organisation such as by the simple word of mouth.

External sources

Depending on the policies of some organisations, especially those with powerful equal opportunity policies, authorities may insist that all internal candidates should apply for the vacancies on the same footing as external candidates. Today many organisations have increasingly externalized their recruitment (Torrington and Mackay, 1986). Once an employer decides that external recruitment is necessary a cost effective and appropriate method must be selected. The choice of the method has to be made in relation to the particular vacancy and the type of labour market in which the job falls (Amawuda, 2005). According to Koontz and Weirich (1990) and Armstrong (2001) organisations have a variety of external recruitment sources including;

Advertisement

Advertisement is the most obvious method of attracting candidates. In advertisement, consideration should be given as to whether it might be better to use an agency or a recruitment consultant. When making the choice it is important

to consider cost, speed and the likelihood of providing candidates. The construction of the advertisement is very important. Experienced advertisers therefore ensure that the information or notification attracts attention, interest, desire and action (i.e. the acronym AIDA) becomes a four (4) point guide to use. First, it must attract attention and compete for the interest of potential candidates against other employers.

Secondly, it should create and maintain interest by communicating in an attractive and interesting way, information about the job, the company, terms and conditions of employment and qualifications required. Thirdly, the advert should also generate the desire in prospective applicants to apply for the vacant positions against other companies. Finally, it should stimulate action by constructing the advertisement in a manner that will not only focus people's eyes on the advertisement but also encourage them to read to the end as well as prompt a sufficient number of replies from good candidates.

Unsolicited applicants

Job applicants who are interested in working in specific enterprise may also appear in personnel offices without appointment and yet submit their application letters for consideration. Such category of applicants can approximately be described as walk-in applicants.

Educational Institutions

For some organisations universities and training institutions act as the major sources of recruits. Major companies in particular thus obtained a large portion of their managerial, professional and technical personnel through recruitment at colleges and universities. Such organisations may then invite and undertake elaborate sitting and selection procedures to vet candidates (Armstrong, 2001).

Internet

The internet is the latest tool used on recruitment processes. Bohlander (2004) states that about 96 percent of all job seekers use the internet. A study by Monster.com, in 2006, (cited by Bohlander, 2004) also shows that the internet is now used to recruit most positions, from office workers to executives, skilled traders to healthcare professionals, and sales professionals to scientists. The internet today is therefore regarded as a real revolution spreading over the world of job hunting and hiring. Cleave (2002) submits that about 88 percent of companies today recruit on their homepage.

Selection procedure

The selection processes refer to the hiring of employees who will best fit the needs of the organisation. The selection decision is based on the analysis of relevant information by would be employees to help select the right employee (Obuobi, 1998). The selection process also involves the tasks of examining the

qualifications of people that employers usually have no personal knowledge of and to choose those who appear to be potentially suitable for employment in the organisation (Tyson and York, 1993).

Jackson and Mathis (2004) are also of the opinion that in the selection process it is important the pool of applicants generated should be more than the number of people to be hired and that those responsible for selecting the new employees would then be in a position to identify from this pool of unknown people those who seem to be suitable for employment and should satisfy at least for employment the following broad basic conditions.

- Ability to perform allotted tasks to standards of effective performance, so defined by the employing organisation.
- Ability to develop knowledge and skills in the job in order to be able to assume wider responsibilities for work and the management of others, and
- Settle successfully into the life of the organisation in personal and interpersonal terms and hence to work co-operatively and productively with colleagues at all levels within the organisations.

Neglect of the above conditions by selectors as well as failing to ask and answer precisely as possible what effective performance means is perhaps the commonest and most serious fault which typifies unmethodological procedure (Tyson and Yorke, 1993). The selection processes are also seen as one used to assess how fit or well an applicant's skills match an organisation's needs (Gevery Institute, 2005). Three main types of fit are considered, fit with the positions, fit with the organisation and fit with the future.

According to the Hay Group, (2004) and their work on recruitment and selection processes the load of recruiters is not relieved after the sourcing of target candidates until the most suitable candidates for the job has been identified, assessed and selected. However, to select the right employees in the selection procedure first ought to understand what contributes to high job performance or organisations benefit products and services as well as lower employee turnover. The following cornerstones of job performance have therefore been identified in assisting in the selection practices;

The person – job fit

This is explained as the sought after match between a person's knowledge, technical skills and other requirements typically identified through job analysis. Without a look for proper match between the person and job attributes, improvement of an individual's long term job performance with training and coaching will be minimal, hence resulting in low productivity. On the broader scale, what should also not be forgotten is the myth that hiring highly intelligent person with the highest level of skills and knowledge with result in maximum contribution to performance.

Instead, what should be noted is that people actually perform best when they are fully engaged by the challenges of a job and so highly intelligent individuals until provided with a steady source of stimulation may not become poor performers but may become counter productive as well. An effective selection procedure should therefore involve this among others.

Person-group fit

Traditionally, organisations select employees based mainly on the candidates' key attributes and the job requirements. This has led to recruitment based on cognitive ability, specific knowledge and skills relevant for the job. While person-job fit is crucial for ascertaining the ability to perform technical aspects of the job, it is no longer sufficient for selection as industries move to more dynamic and complex environments with an increased emphasis on work teams. Individuals must be able to operate and contribute positively in a team oriented work environment. In the selection process, therefore, the potential for an employee to exhibit quality interaction on his or her work group is vital for the performance of other group members is somewhat dependent on the newcomers' ability to interact with the others; person group fit is the match between the new hire and the immediate work group.

Personal-organisational fit

The person-organisation fit is considered crucial to job satisfaction. On the other hand a cultural, mismatch between new hires and the organisation has demonstrated to be a significant contributor to potential job dissatisfaction and reduces work group cohesion, thus leading to poor job performance and high attrition rates. In selecting candidate or new hires emphasis should be placed on those who can identify with the culture of the organisation since they are more likely to value the incentives offered by the organisation. As incentives are meant to motivate, new hires who attach importance to such incentives are likely to

improve their work attitudes and to remain in the organisation. Thus, in selection practices much as other tools could be used to assess the suitability of would be employees, fitness between a person and the job, the group as well as the organisation cannot be glossed over no matter the tools being used to assess the suitability of candidates.

It is on the basis of this; that in the view of some scholars, the selection process should not be left in the hands of amateurs or the less initiate. According to Nwachukwu (1992:100 - 120), the selection process could be reduced to six steps when the test and the physical examination steps are eliminated. The writer outlines the typical steps used in the selection decision making process as follows:

Application forms

Each time an employee is in the process of being hired it is necessary for the employee to be asked to complete or fill an application form. The purpose is to obtain specific desired information about an applicant such as an applicant's educational background, past work experience, career objective and whether the would be employee is to be invited for interview or test. If the applicant passes the screening process as evidenced by the information supplied in the application form a decision is taken as to whether one should be subjected to a test. Some organisations however do not employ tests for senior staff personnel.

Employment interview

Interviews are the most widely used device for employment. No applicant is offered employment without an interview, no matter how brief. In all selection interviews, it is important that the interviewer should collect as much information as possible about the applicant in order to decide whether a job offer could be made to the applicant.

The interviewee must be given enough information to enable him decide whether to accept the offer of employment when made to him or not. During the interview, it is important for management to concentrate on employees past work experience and performance; for it is from these that his potential could be assessed. Another key area is to determine whether the new employee would fit into the organisation or not. For every employee is influenced by the people in the organisation to which he is part.

Physical examination

It is a common practice for organisations to require that prospective employees subject themselves to physical examination before a job offer is made. The essence of this examination is to determine the physical stress of the applicant and help to place applicants in jobs that best suit their health.

References

It is very common for employers to ask prospective job applicants to submit names of referees to support their application. One of the ways to obtain

information to augment all information obtained through the application forms and interview is to check with the referees listed by the applicants. To improve on the use of referees report, it is recommended that:

- Reference letters be required from only candidates who are short listed for interview.
- The applicant should nominate at least four references from which the prospective employer could select three and
- One of the referees whether nominated by the applicant or not, should be the present or previous employer;

Reference letter or information should not become a permanent part of the employee's reward if hired. Employers should not place undue emphasis on negative recommendation from the applicant's previous employers. Success or failure in one's job position does not necessarily imply success or failure in a new position, but it helps in weeding out those candidates least likely to succeed in a given position.

Offer of employment

The offer of employment is the accumulation of all the events that have originated from the identification of positions for employment to reference checks. This is perhaps the most important step in the selection process. Each factor in the process is to be weighed in the circumstance. Many factors such as what weight to assign to lack of required experience on the same job, test scores, letters from referees and performance at the interview, are to be considered. It is

good for an organisation to have a clear idea of the type of personnel it requires before selection starts so that the required traits could be stressed throughout the process, thus making employment decision easy at the end. When the decision is made to hire the individuals, they should be written to as soon as possible. Applicants appreciate prompt action from employers. All employees who receive letters of appointment should be given a time limit to accept after which the offer is made to runners-up. Applicants who were not offered employment should be so advised. It makes for good public relations. The job offer should not be brief. It should state as clearly as possible the position offered to the employee; the salary attached to the position; and working arrangements. Other pertinent information that cannot be in the letter should be communicated to the employee during the introduction period.

Induction and orientation

Inductions are the activities that are engaged in to introduce a new employee to his company, his job and working environment. The essence of an induction programme is to ease the initial shock that an employee is exposed to in an information environment, recognizing that first impression is ever lasting. The orientation aims at instilling first impression management culture and attitude of the company, its objectives and its people. It will help to meet the employees need for acceptance and security. The orientation of a new employee is expected to be a co-operative endeavour. Depending on the level of personnel, the orientation could last for a full day in medium enterprise and a week in large organisations.

An orientation is good for every one whether a security officer or a manager. The employee’s rights, limitations and the company’s policies on training promotion and special awards should be made known to the employee. A good start reduces the initial problems and the danger of a poor attitude to work. A conceptualized model on recruitment and selection which forms the basis of this study is captured below.

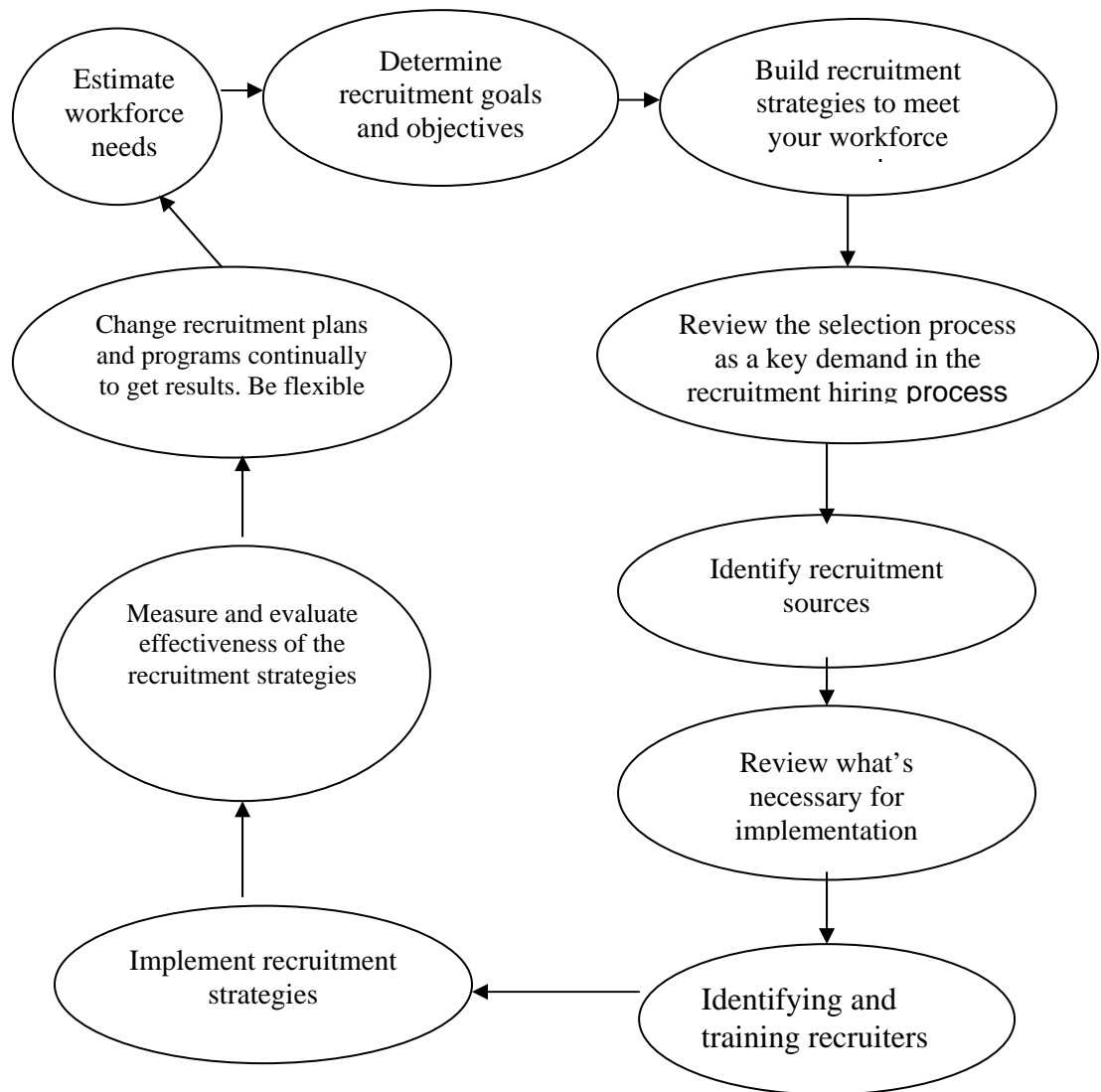


Figure 1: A model on recruitment

Source: Recruitment Team (1999)

Recruiting success

Jackson and Mathis (2004) state that evaluating the success of recruiting efforts is important and looked at the following ways in evaluating recruitment success:

- Quantity of applicants; The pool of good recruiting programme should be to generate a large pool from which to choose, that is whether the quantity is sufficient to fill job vacancies;
- Quality of applicants; The issue of whether the qualifications of the pool of applicants are sufficient to fill the job specifications and perform the job; cost per applicant hired, knowing how much it costs to fill an empty position puts turnover and salary levels in perspective; and
- Time required to fill job openings; the length of time it takes to fill openings is another means of evaluating recruiting efforts. If openings are filled quickly with qualified candidates, the work and productivity of the organisation are not delayed by vacancies

Armstrong (1998) corroborates the above view by stating that the efficiency and effectiveness of the recruitment processes should be monitored and evaluated. The essence is to help the human resource department in establishing how effective the hiring system is. Besides, it encourages modifications and changes in the system accordingly. Armstrong (1998) therefore, suggests that the efficiency and effectiveness of the recruitment process should be monitored under the following headings:

- Ability to identify human resources requirement in terms of number and skills for business plans and development;
- Speed of response to requests for help from line managers;
- Quality of advice on sources of recruitment and on people specifications;
- The effectiveness of advertising in such terms as cost per reply;
- The efficiency with which recruitment and selection projects are managed and administered;
- The length of time taken to recruit people from the initial request;
- The retention rates of recruits: and
- On the other hand, dividing the number of people who were actually qualified for the position by the number of those who responded to the recruiting source illustrate the return of a particular recruiting programme and the effectiveness.

Summary

Concluding, it is extremely important to note that the hiring procedure should be seen as essentially series of methods of securing appropriate information about the applicant. The method that suits one company may not be completely applicable to another. The changing mixes of the workforce, personal values, and expectations of employees, levels of productivity, company goals, global competition, and demands of government, new technology, and multi-national enterprises have all made the hiring work more challenging than ever. Periodic evaluation and systematic modifications of existing recruitment plans are

necessary as the business world is changing everyday. With the emphasis on efficiency and cost effectiveness, every hiring step should be examined in order to get the right person for the right job at the right time. It is however important to indicate that, the literature on recruitment and selections differentiate between the two. Technically, whereas recruitment is positive as it aims at increasing the number of applicants, selection is somewhat negative as it selects the suitable candidates in which process the unsuitable are automatically eliminated. However the effectiveness of recruitment has a significant impact on the efficiency of the selection process.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter takes a look at the profile of the two companies and also explains the research approach and strategy that the researcher used in carrying out the study.

Organisational profile of AngloGold Ashanti Iduapriem limited

Anglo Gold Ashanti operates two (2) major mines in Ghana of which Iduapriem Mine is one. Formerly, part of the Ghanaian based Ashanti Goldfields; Anglo Gold Iduapriem became part of the Ashanti group of companies in April 2004 when the business combination of Ashanti and South African based Anglo Gold came into effect (www.ashantigold.com/Ashanti). The Iduapriem Mine is located in the Western Region of Ghana, some seventy (70) Kilometers North West of the Coastal City of Takoradi and eleven (11) Kilometers West Tarkwa. The Mine was officially opened in February 1993 and poured its first gold in September the same year (Company's visitors hand Book, 2005). Anglo Gold Ashanti has an eighty percent (80%) stake in the Iduapriem Mine and the International Financial Corporation owns the remaining 20 percent. Besides, Anglo gold Ashanti owns 90 percent in the Teberebie goldmine which is also

mined by Iduapriem while the government of Ghana holds the remaining 10 percent. The staff strength of Iduapriem Mine as at 2006 was 1251 (Annual Report, 2006).

Operations

The Iduapriem Mine operates an open-pit mine. Its processing facilities include a Carbon in Pulp (CIP) plant and a Heap Leach Plant. A plant expansion project was undertaken in the last quarter of 2006 to increase the treatment plant capacity from 3.7mtpa to 4.3mtpa. The expansion was expected to be commissioned in the third quarter of 2008 at a cost of eight hundred and forty one million US dollars (\$841 million). With this development, it is anticipated that the mine will have an expanded life span of over fifteen years (15) before closure.

Corporate objectives

The corporate objectives of Anglo Gold Ashanti Iduapriem reflect that of corporate AngloGold and are stated as;

- Striving to generate competitive shareholder returns and continuously improving the performance of their key resource –people;
- Commitment to prompt and supportive action in response to any major health threats in regions of their operations;
- Commitment to balancing key economic, social, environmental and ethical values;

- Committed to forging partnerships with host communities sharing their environments, traditions and values and
- Committed to working in an environmentally friendly manner.

Labour values

- Committed to upholding the fundamental rights conventions of the International Labour Organisation (I.L.O) by implementing fair employment practices by prohibiting forced, compulsory or child labour.
- Creating a workplace free of harassment and unfair discrimination;
- Promoting the development of a workforce that reflects the international and local diversity of the organisation;
- Commitment to developing motivated, competent and experienced teams of employee through appropriate recruitment initiatives. Emphasizing identification of potential talents, mentoring and personal development planning; and
- Ensure that employees have the opportunity to become numerate and functionally literate in the language of the work place.

Organisational profile of Golden Star Bogoso/Prestea limited

Golden Star Resources Limited is an international mid-tier gold mining and exploration company whose principal properties are in Ghana, Sierra Leone, Ivory Coast, Peru and Chile. Golden Star (Bogoso / Prestea) Limited is one of the four significant gold properties of Golden Star Resources. Golden Star (Bogoso /

Prestea) limited formerly known as Bogoso Gold Limited is a ninety percent (90%) company owned by Golden Star Resources Limited. The government of Ghana owns the remaining ten percent (10%).Golden Star Resources Limited started operations in the Bogoso mine in 1999 after the International Financial Consortium of the World Bank decided to sell off its share value to Golden Star Resources (Annual Environmental Report, 2004).

Full scale mining under Golden Star Resources started following the granting of surface rights in June 2001 by the Government of Ghana.

Corporate objectives

- Commitment to delivering superior returns to investors;
- Commitment to the highest ethical standards in pursuing its business interest;
- Complying with applicable laws, rules of Canada, United States and other countries and the State, Local and other jurisdictions in which the corporation conducts its business;
- Commitment in working in an environmentally friendly manner; and
- Commitment to establishing business relationships with host communities in its catchment areas of operations and sharing in the culture, traditions and values of their communities (a partner of choice for host communities and governments).

Labour objectives

- Attract and retain the best talents
- Commitment to creating workplace environment that is free from all discriminatory practices;
- Dealing ethically with employees, contractors and others;
- Recruiting employees on the principles of equity and fairness. (GSBPL, Human Resource Hand Book 2007) ; and
- Upholding all provisions on international, regional and national labour conventions.

Future of company

With aggressive exploratory activities which were undertaken in 2006 and the completion of the Bogoso Sulphide Expansion Project (BSEP) which incorporates a Sulphide / Biooxidation circuit, Bogoso/Prestea Limited which faced imminent closure in 1999 now has a new lease of life. Aside, the Prestea Underground Mine which is being explored to be reactivated and operated soon, the company also owns the Pampe and the Mampon Mine reserves discovered in 2006.

Research design

In Social Sciences, research design refers to the logical steps that connect the empirical data to the study's research questions. In other words, it represents a plan outlining how information is to be gathered for an assessment or evaluation

that includes identifying the data gathering methods, the instruments to be used, how the instruments will be administered, and how the information will be organized and analyzed (DIIA, 2007). In adopting the research methodology, the researcher was informed by the qualitative nature of the research and how the approach selected could respond appropriately in eliciting the appropriate and relevant information as indicated by the research questions. Strauss and Corbin (1990) opine that in a qualitative research, the methodology adopted should give a better understanding of a phenomenon (subject) about which little is known, or gain more in-depth information about that which may be difficult to convey quantitatively.

The primary focus of the methodology selected is therefore one which seeks to investigate and present information in a descriptive approach since the focus of the work is not to demonstrate relationship between variables but to maximize a descriptive presentation of the situation in the two companies. Patton (1990) for instance argues that the focus of research methodological appropriateness is the primary criterion for judging methodological quality

Research scope and setting

The study was conducted in the two companies whose profiles have been presented earlier on. In this regard, the researcher attempted to observe, describe and interpret the findings as they were whilst maintaining what Patton (1990, p55) calls “empathetic neutrality”. Due to inadequate resources and time constraints, the researcher could not widen the scope of work to cover other mining

companies. The researcher will therefore not generalize the findings to cover other companies. Given the operational constraints the research outcome should not be used as representing all mining companies in Ghana, rather readers should interpret the results in proper context.

Data sources

Organisations are potential sources of documentary evidence and therefore both primary and secondary data were used in this research. The secondary sources were derived from the profiles of the two companies, analysis of documents, annual reports and corporate policy papers. Copies of advertisements published, interview reports and policies on the subject matter were also examined. The researcher also reviewed books, journal articles and also visited the internet. The primary data source mainly came from the questionnaire which was developed and sent to the two companies investigated, which were answered by both workers and management.

Population and units of inquiry

As has been indicated earlier the target organisations were the two mining companies. However the main units of investigations were the workers and management of the organisations. Thus the target for the inquiry who responded to the questionnaire were the workers and the management of the two companies.

Sampling procedures

After purposively deciding on the two target organisations to be covered by the study, the next issue was to determine how many of the target population (i.e. staff and management) were to be included. The selection of the sampled employees was based on a sampling frame, consisting of the staff list by the departments which were provided by the human resource department of the two companies made up of 8 and 12 departments respectively for AAIL and GSBPL. As can be seen from Table 1 below there were a total of 736 employees in AAIL and 958 employees in GSBPL.

The author decided to cover 10 percent of the total employees in each organisation. Since the sampling frame (Staff List) was stratified by departments. Stratified sampling method was used to allocate the sample size. Table 1 shows the sample of people and the actual coverage.

Table1: Employee selection and actual coverage

Organisation	Number of staff	Target population	Actual coverage
AAIL	736	84	40
GSBPL	958	118	87
Total	1694	202	127

Source: Field survey, 2008

Data collection instruments

The study relied basically on the use of self administered questionnaire and interviews to reach the target population which afforded the respondents the freedom to answer questions in their own time without tension. The questionnaire covered the following issues. Section A was devoted to the background information on respondents and the two companies, educational qualification of respondents and their region of origin. While section B covered issues such as recruitment processes in the two companies, how respondents were recruited, the role played by some of the respondents in the recruitment processes in the company, whether the companies had recruitment policy, the familiarity of some of the respondents with the recruitment processes.

Data collection

Before the actual fieldwork, the author sought authorization through an official request letter sent to management of both organisations (See Annex for a copy of letter). The purpose of the letter was to officially inform management about the study and also to enable them inform the staff on the researcher's survey and the fact that some of them might be requested to fill the questionnaire. The author personally visited the two organisations, distributed the letters and gave them two weeks to return their questionnaire. However, with regards to the organisational interview, the author met the heads of the two mining firms to grant that interview.

Data processing and analysis

After administering the questionnaire and conducting the interview they were checked and edited and coded. The data processing and analysis was done with the help of Statistical Product and Service Solutions (SPSS, Version 12). The results were presented in basic descriptive statistics such as percentages, charts, and graphs, mean, median and standard deviation where applicable.

Limitation of the study

As with all research efforts, one's plans might be somehow disrupted by the actual situation on the ground. For example, although the questionnaires were supposed to be returned within 2 weeks, it took close to two months to have the questionnaire filled whilst some of the employees' in spite of many assurances never even responded. The response rate in the two companies was almost 63 percent (62.8%). Additionally, financial and time constraints could not allow the inclusion of all the employees. Despite these shortcomings the results fairly represent the views of the employees of the two companies as the analysis of the data in the next chapter will demonstrate.

CHAPTER FOUR

RESULTS AND DISCUSION

Introduction

Research on recruitment processes points to the need to adopt good recruitment systems in organisations. Recruitment as a human resource management activity is therefore described as one of the activities that impact critically on the performance of organisations. Ineffective recruitment processes and procedures in organisations are thus likely to lead to a barrage of human resource management challenges among them high training and development costs, under performance of staff, high labour turnover, low staff morale, and the low level of retention and ultimately lost of organisational memory.

This chapter therefore seeks to analyze, interpret and discuss the research outcome of the recruitment and selection study in AngloGold Ashanti Iduapriem Limited (AAIL) and Golden Star Bogoso/Prestea Limited (GSBPL). Prior to the discussion on the actual processes used in recruitment by the two companies, an overview of the socio-demographic characteristics of the respondents in the respective companies is provided. Also discussed in this chapter of the report are the recruitment and selection processes and their ratings by respondents in the two companies, and subsequently the relevant interpretations that can be given to the research results.

Socio-demographic characteristics of respondents

Socio-demographic characteristics of respondents are important highlights to people's behaviour. In this regard, attempt was made to understand the socio-demographic background of respondents including, sex, age, academic qualification, place of origin, length of stay in the companies and rank of employees.

Table 2: Age and sex distribution of respondents

	AAIL		GSBPL		Total	
Sex	Number	Percent	Number	Percent	Number	Percent
Male	27	67.5	68	78.2	95	74.8
Female	13	32.5	19	21.8	32	25.2
Total	40	100.0	87	100.0	127	100.0
Age	Number	Percent	Number	Percent	Number	Percent
20-29	20	50.0	18	20.7	38	29.9
30-39	9	22.5	31	35.7	40	31.5
40-49	9	22.5	29	33.3	38	29.9
50-59	2	5.0	9	10.3	11	8.7
Total	40	100.0	87	100.0	127	100.0

Source: Field survey, 2008

In all there were 27 (67.5%) male respondents from Anglogold Ashanti Iduapriem Limited (AAIL) out of the total participants from the company. In Golden Star (Bogoso/Prestea) Limited, the male component constituted 68

percent. This shows that in both companies the females were in the minority. The difference in the female representation in the two companies could be due to the strenuous nature of work in the mining companies which tends to favour males with the muscles and the capacity for hard work in such business organisations.

From Table 2 in the previous page, it is deduced that the mean age of AngloGold Ashanti, Iduapriem is 33years with minimum of (30) years and a maximum of (39) years. Majority of respondents from AAIL fell in the age bracket of 20-29.

Respondents in the age bracket of 30-39 and 40-49 constituted 25 percent each. On the contrary, at GSBPL, the mean age was 38 years with respondents in the age brackets of 30-39 constituting the majority (35.7%). This is followed by those in the age group of 40-49 (33.3%). Participants in the age group of 20-29 and 50-59 had 20.7 percent and 10.3 percent respectively, with over 50 percent of the employees in AAIL falling in the age bracket of 20- 29, as against 20.8 percent in GSBPL. It can be deduced from this results that employment opportunities at AAIL at the entry point tend to occur more often than job openings at the same level at GSBPL.

Level of education of respondents

Educational attainment of individuals is known to be one of the deciding factors in determining placement of employees in organisations. It is evident from Table 3 that 42.5 percent of the respondents in AAIL held diploma certificates. On the other hand, 40 percent had attained first degree certificates. Those with

SSSCE and ‘A’ Level were 5 percent each in the distribution. The rest of the respondents (7.5%) were BECE holders

Table 3: Level of education of respondents

Level of education	AAIL		GSBPL		Total (AAIL/GSBPL)	
	Number	Percent	Number	Percent	Number	Percent
BECE	3	7.5	6	6.9	9	7.1
SSSCE	2	5.0	10	11.5	12	9.4
"A"Level	2	5.0	10	11.5	12	9.4
Diploma	17	42.5	18	20.7	35	27.6
Degree	16	40.0	20	23.0	36	28.3
MA/MPHIL	0	0.0	9	10.3	9	7.1
Other	0	0.0	14	16.1	14	11.0
Total	40	100.0	87	100.0	127	100.0

Source: Field survey, 2008

It can also be observed from Table 3 that at GSBPL, 23 percent had attained degree certificates. Those with diploma certificate in GSBPL constituted 20.7 percent. Second degree holders also constituted 10.3 percent, while employees with BECE, SSSCE and ‘A’ Level educational background were 11.5 percent and 6.9 percent respectively.

Length of stay in job

The respondents who participated in the research exercise were employed at different times. From Figure 2 it can be observed that at AAIL, employees with less than two years continuous service and 2-5 years service were almost 38 percent each (37%). This is followed by employees with 6-10 years (18%). Finally those with over 10 years experience were 8 percent. With regards to those in GSBPL, employees within the 2-5 years bracket form the majority and had a representation of 41 percent. This is followed by employees with less than two years and those with ten years and above. The respective groups had 23 percent each. The last group in the distribution had 13 percent.

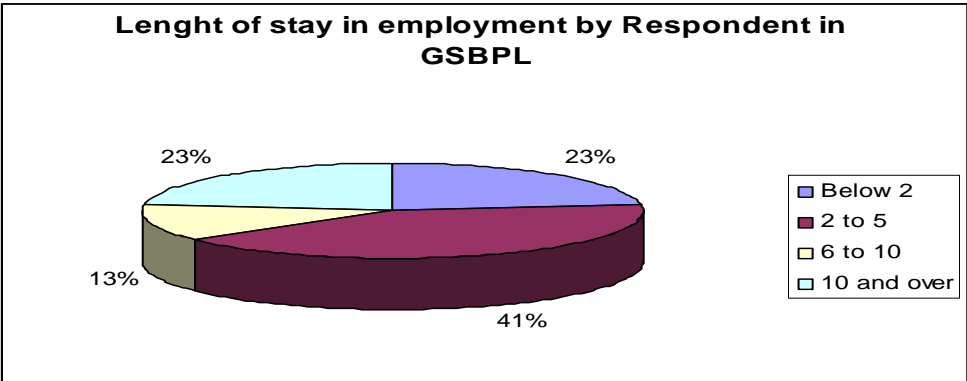
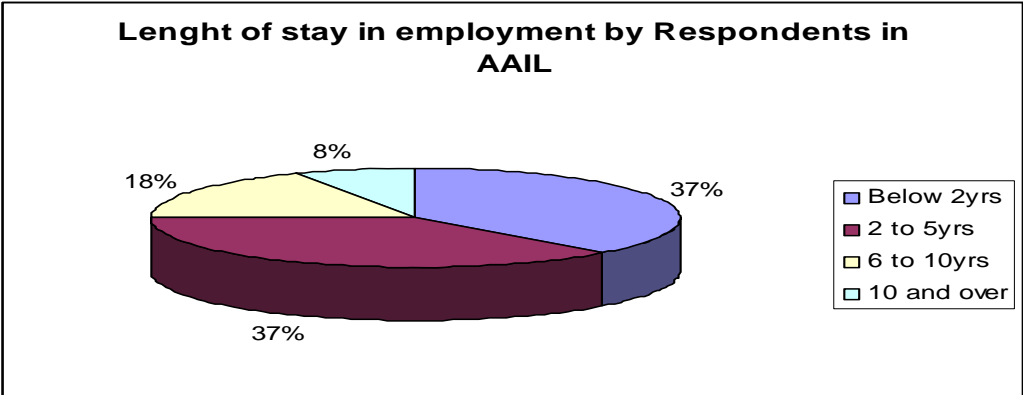


Figure 2: Years in employment by respondents

Source: Field survey, 2008

Respondents' place of origin

The multi-ethnic nature of Ghana makes it almost impossible for employees in any establishment to emanate from one geographical location. What then was the picture observed by the author in the composition of employees in the two companies? From Figure 3 in the next page, the three top regions as far as the employment placement is concerned in AAIL are Western, Central and Volta recording almost 50 percent (49.5%), 18 percent and 13 percent respectively.

Similarly, the three top regions regarding the place of origin of the employees in GSBPL are Western, Central and Volta registering 61 percent, 16 percent and 8 percent representation respectively. The concern of the researcher however is to attempt to examine the reasons for the rather low representation in some regions in the two companies. A closer look at the graphs on the regional background of respondents suggests that in AAIL, the Upper West, Brong Ahafo and Northern Regions had no representation at all. These same regions did not have a representation in GSBPL or less than 2 percent (1.1%) each.

This observation in the view of the researcher is not attributable to a deliberate case of discriminatory recruitment processes against citizens from the stated regions. The possible reason could be due to lack of interest shown in job openings in the mining sector and particularly from these two companies by the people in the mentioned regions. Secondly, it is probable that the skills requirement in the mining sector is not available in large numbers in the mentioned regions in addition to perhaps distance which could not be ruled out.

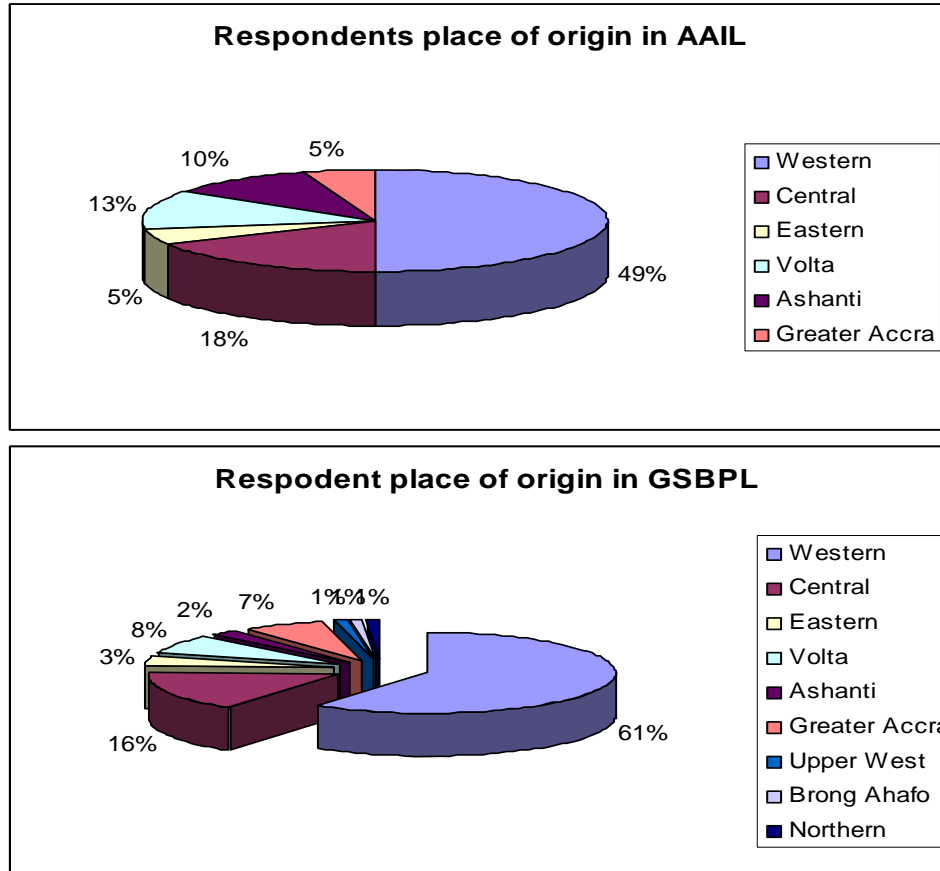


Figure 3: Place of origin of respondents in the respective companies

Source: Field survey, 2008

Respondents' positions/ranks

In all organisations employees are in categories of one form or the other. The observation made in the two companies will therefore be discussed as per the pictorial representation below. From Figure 4, at AAIL, 70 percent of the respondents were senior staff. This is followed by the junior staff (25%) and finally senior management representing (5%). In the same vein at GSBPL, the highest representation was the senior staff (58.6%). Over 30 percent (33.3%) were junior staff employees whilst senior management constituted 8 percent. The high

percentages registered by the senior staff employees in both Companies may have been due to their interest in an academic exercise of this nature

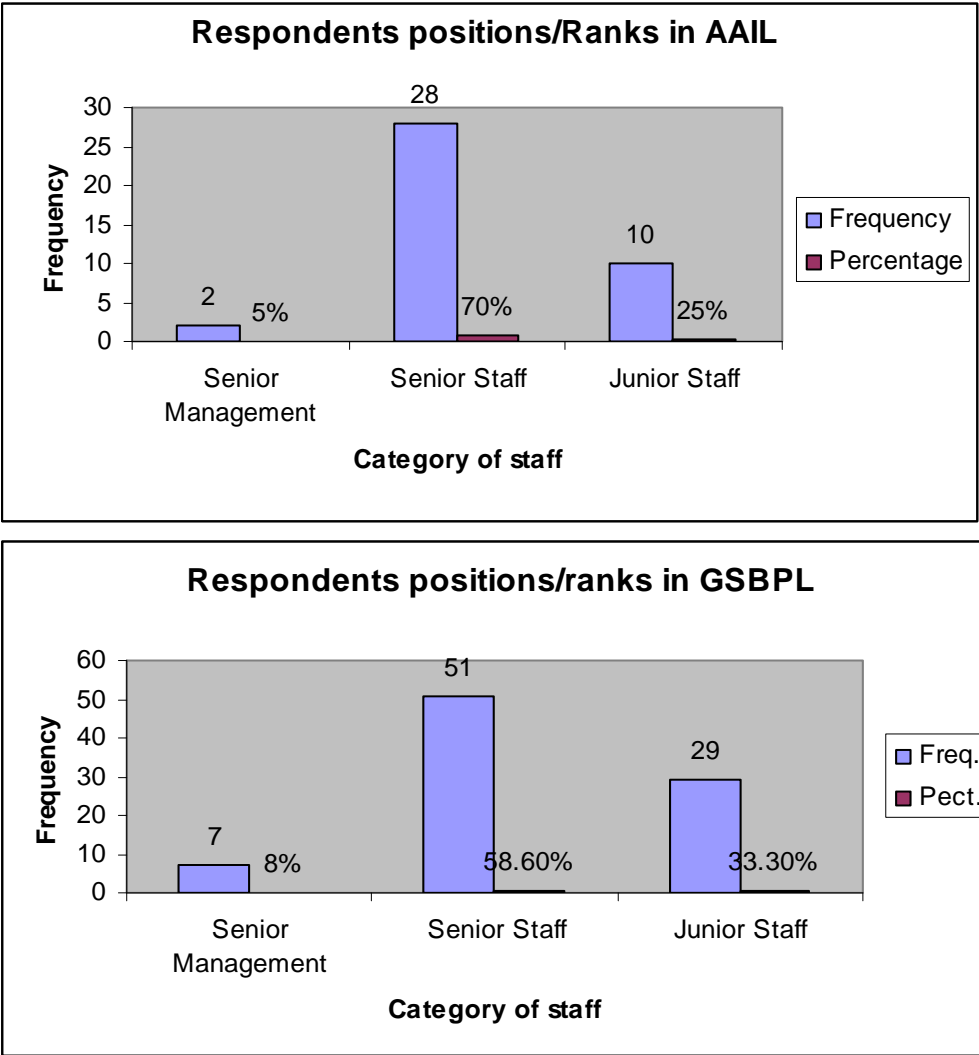


Figure 4: Position/ranks of respondents in the two companies

Source: Field survey, 2008

Company recruitment strategy

Recruitment strategy and decision entail identifying where to recruit, whom to recruit and how recruitment will be done. This is due to today's tight labour market which makes it more difficult for organisations to find, recruit and select talented people Bernthal and Wellins (2004). In this regard, the researcher sought to find out from the respective companies the sources of recruitment from which potential and qualified would-be employees were sourced. Analysis of the nature of the recruitment strategy employed by the two companies is briefly explained.

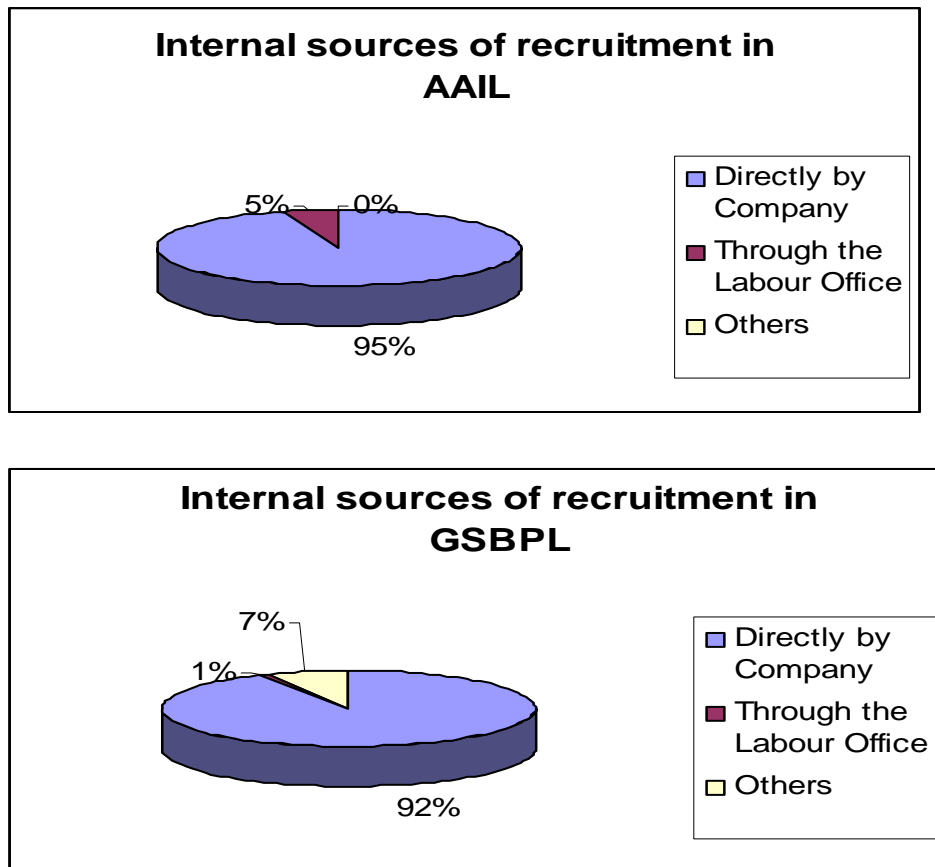


Figure 5: Internal sources of recruitment in the two companies

Source: Field survey, 2008

Internal recruitment

Organisations may decide to recruit using potential candidates from within the establishment. It is therefore appropriate to examine the various internal processes used to recruit from within the two companies. From Figure 5, direct employment offered by AAIL constituted 95 percent. Just about 5 percent were recruited through the Labour Office. At GSBPL, 92 percent of employment was done directly by the company. The Labour Office accounted for less than 2 percent (1.1%) but other means used by the company formed 7 percent. The question to answer is that, is recruitment all about sourcing from within? The researcher therefore assesses the external sources of recruitment used to acquire qualified personnel for the two Companies.

External recruitment

Recruitment strategy could either be to attract from within the organisation or to source from outside the organisation. This strategy is particularly used by organisations which believe in equal employment opportunity policies. With one of the research objectives being to identify the three most often used external recruitment strategy by the companies an analysis of the results or evidence of this results would be more than useful.

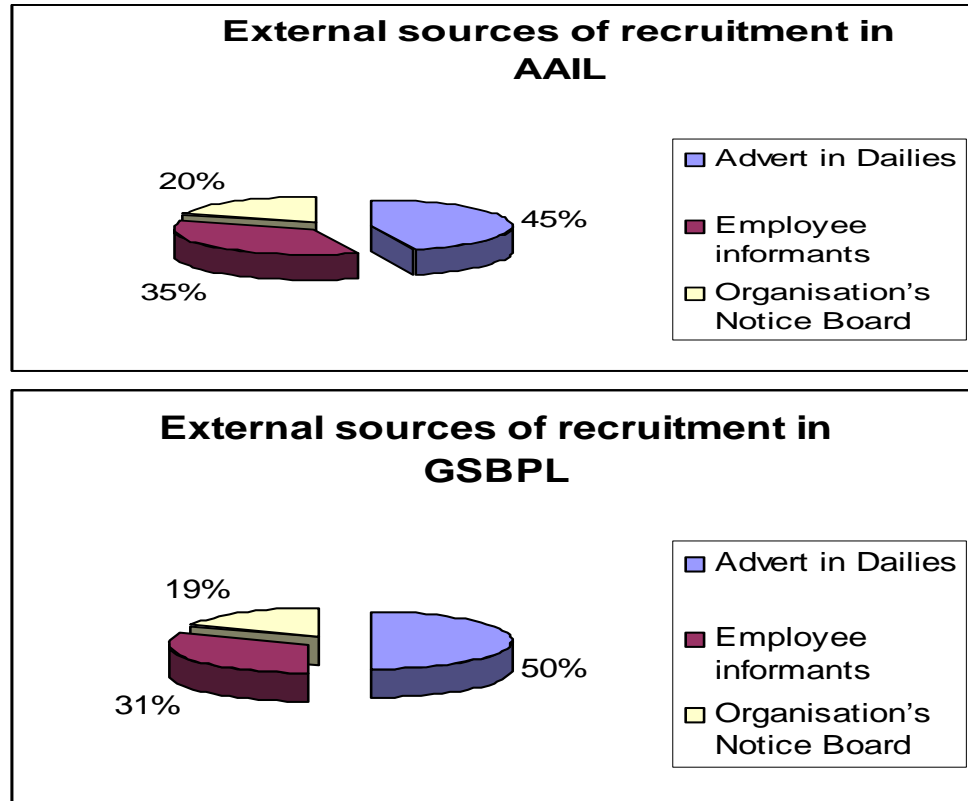


Figure 6: Graphs on external sources of recruitment in the two companies

Source: Field survey, 2008

From Figure 6, it becomes clear that at AAIL, as far as external recruitment sources are concerned, the print media is one of the main sources used to attract potential recruits. Employees who were recruited through this medium were 45 percent. Employee informants constituted the next medium used at AAIL. The number of respondents who were employed by means of employee informants was 35 percent. The organisation's notice board was used to recruit 20 percent of respondents.

At GSBPL, 50 percent of the respondents were recruited by means of print media. The number of respondents recruited through the medium of employee informants was 31 percent whilst the Company's notice board captured 19

percent. This finding tends to support the view of Obuobi (1998), who argues that recruits from the labour markets into organisations are obtained from a variety of sources. Obuobi (1998) divides the sources of recruitment into two categories, a search effort both from within and outside of the organisation.

A closer look at the recruitment sources of the two Companies indicates that very little is done to get the word out on openings through the use of the internet. Bohlander (2004) argue that about 96 percent of all job seekers use the internet to look for jobs since it is the latest tool used in contemporary recruitment processes. However, given that prospective job seekers have access to the internet at different scales and levels, it is not surprising that the companies are not employing that tool at the time of the survey.

Respondents' opinion about selection processes

Getting the pool of qualified applicants however forms only the first stage of the recruitment process. What is done next is to determine the selection strategy or methods to be used in selecting the most qualified applicant. The selection criterion settled on spells out the characteristics that must be known well beforehand in selecting suitable candidates for vacancies.

Table 4: Selection processes in the two companies

Selection criteria	AAIL		GSBPL		Total	
	Number	Percent	Number	Percent	Number	Percent
Use of Tests	16	40	21	24.1	37	29.1
Interview	24	60	66	75.9	90	70.9
Total	40	100	87	100.0	127	100.0

Source: Field survey, 2008

From Table 4, it is evident that tests and interviews formed the major selection criteria used in selecting candidates for vacancies by the two companies. At AAIL, 40 percent of the respondents were tested whilst 60 percent were interviewed. On the otherhand almost 76 percent (75.9%) of respondents in GSBPL were interviewed as against 24.1 percent who were tested. The differences in percentages regarding the selection processes used by the two companies, especially in the area of test could be that the use of test in assessing the ability of applicants in AAIL has gone on for a relatively longer period. The selection processes in AAIL is therefore more likely to satisfy the interest of most interviewees than in GSBPL.

It is also imperative to indicate as shown in Table 4 that, the positions that respondents filled in AAIL could have been in the non-office work areas. In these areas, practical test are needed to assess the potential skills of the applicants as against office work positions. The openings in GSBPL are therefore more likely to have occurred in the office areas. But what was the main reason behind the

adoption of the two selection processes in the recruitment drive of the two companies is discussed in the next section.

Reasons for using test in employee selection

The selection processes in recruitment are varied and may include strategies adopted to collect, measure and evaluate information about candidates' qualifications. In both AAIL and GSBPL the use of test was meant to determine the competence level and knowledge of applicants or experience required to aid in selection. At AAIL 57.1 percent of the respondents rated assessment of competence as the reason for the conduct of the test whilst 41.2 percent in GSBPL gave a similar reason. This finding seems to agree with the position of Asare-Bediako (2002) that selection decision, through test apart from reducing subjectivity and increasing objectivity also seeks to assess the competence level of applicants and predict who will be successful on the job.

Table 5: Reasons for using test in employee selection in the two companies

Reasons	AAIL		GSBPL		Total	
	Number	Percent	Number	Percent	Number	Percent
To assess competence	8	57.1	7	41.2	15	48.4
Ability to read, write and solve problems	4	28.6	1	5.9	5	16.1
Assess experience level	2	14.3	7	41.2	9	29.0
Others			2	11.8	2	6.5
Total	14	100.0	17	100.0	31	100.0

Source: Field survey, 2008

Respondents view on interview atmosphere

On of the selection strategy used by the two organisations involved the use of interviews. The study asked respondents to describe the interview atmosphere within a range of being very threatening, threatening, welcoming, favourable and very favourable. As can be seen from Table 6 at AAIL more than half of the respondents (52.5%) described the interview atmosphere as welcoming whilst at GSBPL over 60 percent (61.4%) gave similar assessment. This observation is reassuring as it tends to indicate that equal opportunity is given to all the potential applicants in a non-threatening atmosphere.

Table 6: Respondents view on interview atmosphere in the two companies

Description	AAIL		GSBPL		Total	
	Number	Percent	Number	Percent	Number	Percent
Very threatening			2	2.9	2	1.6
Threatening			1	1.4	1	0.8
Welcoming	21	52.5	43	61.4	64	50.4
Favorable	14	35.0	18	25.7	32	25.2
Very favorable	2	5.4	6	8.6	8	6.3
Other	3	7.5	17	19.5	20	15.7
Total	40	100.0	87	100.0	127	100.0

Source: Field survey, 2008

Perception of respondents about employee induction

One major and important aspect of the recruitment chain is that successful applicants ought to be inducted. This involves the processes of introducing a new employee to the company, his/her job and the working environment. Depending on the level of personnel, the orientation could last for a full day in medium enterprises and a week in large organisations.

Storey (1999) describes employee orientation as an integral part of the training and development process and should attempt to give relevant information to the new recruits. The information should touch on issues such as what the organisational culture is made up of and reduce anxiety on the part of the newly recruited employee. Are applicants who are recruited given any induction at all? From the study over 98 percent (97.5%) of the respondents in AAIL were inducted after their recruitment. On the other hand, at GSBPL almost 97 percent (96.6%) of the respondents were inducted after their recruitment.

The content of the induction programme however determines how useful it would be and whether new employees would be impressed with the programme or otherwise. In this study respondents' were asked to state their level of satisfaction regarding the induction training on a scale of very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and very dissatisfied. The outcome as observed by the author is that nearly 64 percent (63.9) percent of the of the respondents in AAIL were satisfied with the content of the induction programme of the organisation. At GSBPL, close to 57 percent (56.6%) of the respondents' expressed satisfaction with the induction exercise of the company. In any case it is

important to understand the nature of the induction programme that was undertaken in the two companies.

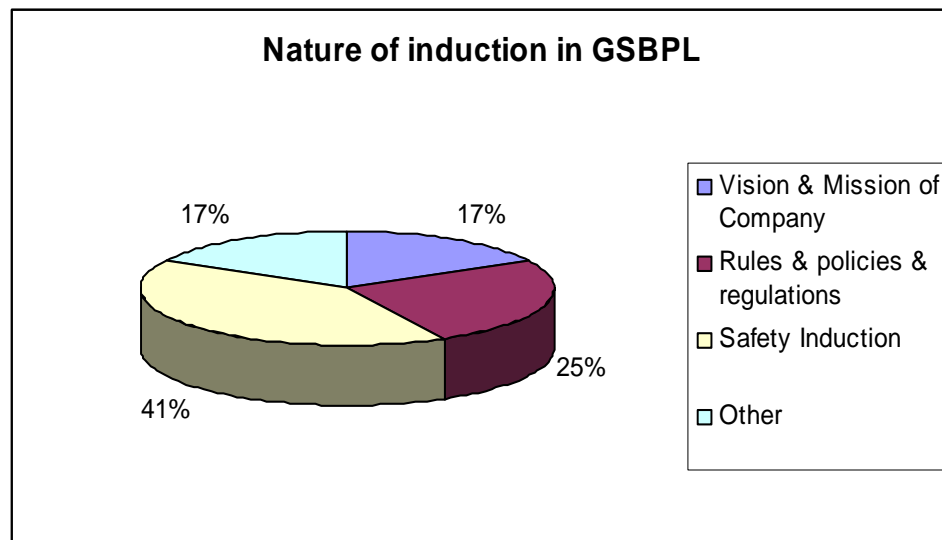
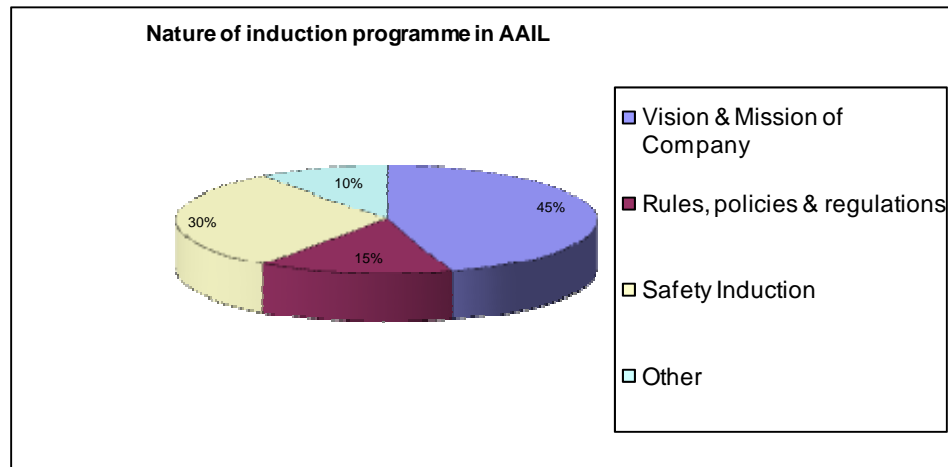


Figure 7: Content of induction programme in the two companies

Source: Field survey, 2008

From Figure 7, AAIL depicts that the induction programme covered themes such as company vision and mission, policies, rules and regulations of the

company, induction on safety procedures and others. Also at GSBPL the concentration of the induction programme covered topics such as company vision and mission, company policies, rules and regulation, safety procedures and others. This finding tends to give credence to the argument by Nwachukwu (1992) that induction programmes among others are organised to introduce new recruits to their new environment.

At AAIL the induction programme on the vision and mission of the company captured the attention of 45 percent of the respondents as against 17 percent in GSBPL. It is also important to state that 30 percent of the time was spent on explaining safety regulations at AAIL whilst at GSBPL almost 40 percent (39.1%) of the induction session was used to explain same. Perhaps the differences in the time spent in explaining the safety regulations could be due to the fact that at AAIL employees are on the average more safety conscious than it is with employees in GSBPL. One could therefore infer from the nature of the induction programmes planned for new recruits in the two businesses that, the major focus was to introduce the new employees to the culture of the companies.

Assessing recruitment processes in the two companies

One of the research objectives was to examine whether differences exist in the recruitment processes of the two companies. The various recruitment processes identified by the researcher in the two companies are presented in Table 7. At both AAIL and GSBP as observed from Table 7, eleven (11) major recruitment steps were identified in the recruitment procedures.

However, the period for induction processes takes much longer time in AAIL than GSBPL. Recruitment as explained is an activity directed to obtain appropriate human resources whose qualifications and skills match functions of the relevant posts in the organisation and should be guided by a recruitment policy of the organisation. Cole (2002) refers to this as the code of conduct in organisations in this area of management activity. Although discussion with the Human Resource Department indicated that there is a policy on recruitment which guides compliance with the aforementioned steps, the researcher was not shown a copy. The company however remains committed in developing motivated, competent and experienced teams of employee by undertaking appropriate recruitment initiatives.

Similarly, at GSBPL no single document could be referred to which spells out all the outlined steps in undertaking recruitment activities. The commitment of the company in undertaking recruitment activities and how it should be done are scattered in Collective Bargaining Agreements (CBA's) of Junior and Senior Staff employees and the Employee Handbook. The situation described above regarding the absence of known policy on recruitment in the two companies is contrary to the view of Cole (2002). This notwithstanding, recruitment drive is still carried out in the two companies.

Table 7: Comparison of the recruitment processes in the two companies

AngloGold Ashanti Iduapriem Limited		Golden Star (Bogoso/Prestea) Limited	
Stages	Processes	Stages	Processes
1	Determining that a vacancy exists to be filled within approved budget	1	The need to fill a vacant position is determined
2	Submission of personnel requisition detailing job specification and personnel specification to the Managing Director after review by the HR Manager.	2	Completed personnel requisition is submitted to the General Manager through the HR Manager (Position should be within approved budget)
3	Position is then advertised either internally or externally.	3	Once the requisition is approved, the HR Manager decides whether to advertise internally or externally.
4	Shorlisting of potential candidates is undertaken by HR Department while final shorlisting is done by the user department	4	Shortlisting is done

Table 7 (Continues)

5	Interview is scheduled	5	Interview is schedule
6	Composition of the interview panel is put together by the HR Manager and chaired by the user department	6	Team of interviewers is put together including the user department
7	Candidates selected are ranked	7	Successful applicants are selected and ranked.
8	Candidates settled on are called to undergo pre-medical employment examination	8	Selected applicant is scheduled for pr-employment medical examination
9	Successful candidate is given an offer letter	9	Successful applicant is given offer letter
10	Induction is arranged (takes 2 weeks)	10	Applicant undergoes induction (1 day)
11	Applicant starts work after induction	11	Applicant starts work after induction

Source: Field survey, 2008

Although this is the case, the initial steps in recruitment used by the two Companies agree with the position of Jackson and Mathis (2004). Additionally, further observation shows that the stages used by the two companies in their recruitment processes to a greater extent fit into the model on recruitment processes put forward by the Recruitment Team (1999), Department of Employee Relations', State of Minnesota which has been outlined earlier on and served as the conceptual framework for the author in analyzing the recruitment processes of the two companies. A cursory look at the Recruitment Team's model on recruitment provides a step by step approach in undertaking this process. There is however in-built systems within the model which seek to ensure the effectiveness of the processes. This segment of the Recruitment team's model on recruitment in the State of Minnesota however did not come out clearly in the stages of recruitment programmes of the two companies.

Level of awareness of respondents about recruitment processes

In the absence of a known policy on recruitment processes and the fact that recruitment processes ought to be evaluated to know its effectiveness respondents were asked to indicate whether they were familiar with the recruitment processes employed by the two companies.

It came out from the analysis of the research results that one tenth (10%) of the total respondents in AAIL; representing Heads of Department indicated they were familiar with the recruitment processes of the companying. At GSBPL, 17.5 percent out of the total participants representing Heads of the Department

indicated they were familiar with the recruitment processes of the company. In both companies, the Heads of Department outlined their roles in the recruitment processes as informing the Head of the Human Resources Department on the need for a vacant position to be filled, filling of a personnel requisition form, writing the job description and the person specification for the job, engaging in the shortlisting of applicants and interviewing. The above roles played by the Heads of the Departments confirm what is stated by Jackson and Mathis (2004) as to how recruitment begins in large organisations or establishments. The above responses lead us into finding out how respondents rated the recruitment processes in the two Companies.

Rating of the recruitment practices by respondents in the two companies

The efficiency and effectiveness of the recruitment processes ought to be monitored. Accordingly, in this exercise, respondents were asked to rate the effectiveness of the recruitment processes in their companies within the range of very effective, effective, ineffective and very ineffective.

From Table 8, 75 percent of the respondents in AAIL rated the recruitment processes in the Company as effective. In GSBPL 70 percent rated the process as effective. It is however important to indicate that, the two companies do not always get the required people needed to fill vacancies. In both companies middle and upper management level personnel in the technical fields, especially, are difficult to find.

Table 8: Rating of recruitment processes in the two companies

Description	AAIL		GSBPL		Total	
	Number	Percent	Number	Percent	Number	Percent
Very effective	1	25	1	10	2	14.2
Effective	3	75	7	70	10	71.4
Ineffective	0	0	1	10	1	7.2
Very ineffective	0	0	1	10	1	7.2
Total	4	100	10	100	14	100.0

Source: Field survey, 2008

This situation confirms the view of Barta and Samor (2005) that there is shortage of qualified personnel in the mining sector worldwide. But are there measures that the researcher has identified that could be explored by the two companies in improving upon their recruitment processes? This will be part of the issues to be discussed in the concluding chapter of the dissertation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter seeks to summarize the main findings of the study and to draw some conclusions. It is also intended to offer suggestions as to what could be done to surmount the challenges identified with the recruitment and selection processes in the two companies. It is anticipated that if the recommendations are considered for implementation by management of the two Companies, some degree of improvement would be achieved regarding the recruitment processes embarked upon in the respective companies.

Summary

Human resource issues are at the heart of all organisations. For this reason no organisation succeeds when this is given a passing attention. Acquiring and retaining high-quality talents are therefore critical to an organisation's success. The effectiveness of any organisation inevitably depends very much on the quality of the people who are employed. Being conversant with the ground rules for recruiting is therefore extremely important if the process is not to be flawed from the very beginning. Recruitment and selection processes therefore are the means employed to attract potentially qualified applicants and screening of such

applicants through effective selection strategies to fill vacancies both from within and outside the organisation.

The study therefore sets out to investigate the recruitment and selection processes of international private mining companies operating in Ghana. Two of such companies namely AngloGold Ashanti Iduapriem (AAIL) and Golden Star (Bogoso/Prestea) Limited (GSBPL) were used as case study. A questionnaire survey was thus used to seek the views of 40 employees from AAIL and 87 employees from GSBPL. Three main sets of questionnaire were administered to solicit views on the topic from the perspective of the companies, heads of department and the employees. Purposive and proportional sampling procedures were used to select the respondents from the various departments since this approach best served the purpose of the study. From the perspective of the company the questionnaire was designed to elicit responses on sub-themes such as background of the company, the nature of recruitment and the selection processes of the company, whether the company had a recruitment policy, the sources from which potential employees were recruited and challenges encountered in the process.

The questionnaire for the heads of department covered topics such as their educational background, gender, number of years served in the company, their familiarity with the recruitment policies of the company, the extent of their involvement in the recruitment processes in the companies, whether they were interviewed prior to their employment and inducted, challenges they encountered in their recruitment drive and how they rated the recruitment processes in their

company. On the other hand the questionnaire for the employees elicited answers to questions such as their educational background, gender, number of years served in the company, how they got recruited, whether they were familiar with the recruitment processes of the company, rank in the company, whether they were inducted after their selection and how they rated the recruitment processes of the company.

Summary of main findings

From the analysis, discussions and interpretations presented in the previous chapter the following are the main findings of the study:

- Recruitment activities undertaken in the two companies seek to attract sufficient, suitable potential employees to apply for vacancies in an organisation. Recruitment may be undertaken from either within or outside the company;
- All recruitment activities undertaken are approved and within the main budget of the two companies;
- No single recruitment document policy was sighted by the researcher during the study but pieces of information in various documents on the topic were discussed;
- Perception that best practices are not always adhered to in recruitment undertaken was evident in the study;
- Recruitment activities are initiated by the heads of department of the user departments and facilitated by the Human Resource Department;

- The print media, organisation notice boards, direct employment offers and the use of the labour office constitute the major sources of securing human resources for the two companies;
- Tests and interviewing make up the most used selection methods and strategies in the two companies. Very little is however done by both companies to send out information about openings in the company through the internet; and
- Both companies do not at all times acquire the appropriate human resource for their operations especially in the middle management and technical fields.

Although to a greater extent the two Companies use similar approaches in undertaking their recruitment drive, challenges exist in the attempt by the two Companies to attract the right applicants to be considered for employment. The major challenges identified are;

- The shortage of qualified personnel to fill middle and upper level technical positions. In GSBPL for instance, a number of expatriate staff continues to be hired from outside the Country. The situation is no different from AAIL;
- The emergence of other International Mining Companies such as Central African Gold, Newmont and Redback Company have also compounded the recruitment challenges of the Companies through poaching of staff;
- Availability of mining jobs in the sub-region such as Mali and Burkina Fasso and other parts of the Continent such as Democratic Republic of

Congo with better offers have also led to a high labour turnover in the engineering and the maintenance departments; and

- The perceived unprofessional approach used in undertaking recruitment activities in the view of some has also accounted for some unqualified people to be employed.

Recommendations

In view of the challenges identified by the author in the recruitment efforts by the two companies to acquire the appropriate personnel for their operations, the following recommendations are submitted:

- Firstly, there is the need to invest in training and development of potential staff who can take up higher responsibilities in the future. The immediate target should be in the technical fields. Products from the Polytechnics and the Universities could be the target for now. Such a programme could build up morale and commitment on the part of employees to stay;
- Recruitment sources in the two companies should also be expanded to include the internet from where people who have access to the facility can submit their applications on line for consideration for positions which are vacant;
- The remuneration package of the technical staff should be made competitive so that they are not easily poached by other companies in the industry. This will also help to improve retention rates in the companies

and also attract seasoned and experienced professionals needed for the various departments;

- Professional approach should be used in securing personnel required by the companies. The HR Departments should bear this in mind and ensure consistency in this area of management activity; and
- Finally, the two companies should make it a point to review their practices and employ a consultant to put in place a recruitment policy that will serve as a guide in their recruitment drive to reflect current needs of the companies.

Conclusions and policy implications

The findings in this study have implications for the recruitment and selection processes in the two companies including:

- The perception of favoritism creeping into the way recruitment processes are undertaken in the two companies calls for more fairness and openness and transparency;
- Since recruitment and selection involve attracting, screening and identifying potential employees whose collective efforts will contribute to the bottom line, the HR Departments should be on the guard against all malpractices and advocate professional approach throughout the recruitment system;

- Recruitment policies in the companies should be formalized and reviewed from time to time to address changing needs of the company as part of the general staff planning of the companies; and
- Actors in the recruitment processes should be given specific training on recruitment to increase their awareness on the dangers of wrong choices being made.

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G.C.E A Level [] Diploma []
 Degree [] <MA / M. Phil E []
 Other (specify).....

5. Nationality: Ghanaian [] Non – Ghanaian []

6. Region: Western [] Central [] Eastern [] Volta []
 Ashanti [] Upper East [] Upper West [] Northern []
 Brong Ahafo [] Grater Accra Region []

Section B: RECRUITMENT & SELECTION ISSUES

7. How long have you been in the employment of this company?

Below 2 [] 2 - 5 [] 6-10 [] 10 and above []

8. What is your rank?

(a) Senior management member []

(b) Senior staff []

© Junior staff []

9. How were you employed? I was employed through the

(a) Through the labour office []

(b) Directly by the Company []

© Other (please specify).....

10. How did you get to know about your current position?

a. Radio advertisement []

b. Advertisement in the dailies []

- c. Employee informant [] []
- d. The organisation notice board

11 (a) Did you write a test before your selection and appointment?

Yes [] No [] please explain your answer

12. (b) If yes, what was the purpose of the test?

.....

13. Were you satisfied with how the test conducted? Very satisfied []

Satisfied [] neither satisfied nor dissatisfied [] Dissatisfied []

Very dissatisfied []

14. If you were interviewed, how would you describe the environment

Very threatening [] Threatening [] Welcoming ()

Favorable [] Very favorable []

15. Were you inducted after your appointment Yes / No.

Please explain your answer

16. If you were inducted before starting the job, how satisfied were you about the

induction session? Very satisfied [] satisfied []

neither satisfied nor dissatisfied [] dissatisfied [] very dissatisfied []

17. Give three reasons in order of importance why you were satisfied or dissatisfied with the induction procedure

(a) Satisfied

(i)

(ii)

(iii).....

(b) Dissatisfied

(iv).....

(v)

(vi).....

18. Any recommendation /suggestion towards improving the recruitment and
Selection process in future

(i)

(ii)

(iii).....

Thank you for your time and attention.

APPENDIX B
COMPANY QUESTIONNIRE

Topic: **Recruitment and selection process of international mining companies:**
The case of Anglo gold Ashanti (Iduapriem) and Golden Star (Bogoso / Prestea) Limited

Dear Sir / madam,

This questionnaire forms a major part of a study which aims at seeking relevant data on the recruitment and the selection processes of the above mentioned companies. Your candid objective response will be useful in collecting the necessary data for the successful completion of this study. Your confidentiality is fully assured in respect of the information provided. Thank you in advance for your co-operation and participation.

Tick [] and write where appropriate

SECTION A: BACKGROUND INFORMANTION OF RESPONDENT

1.Name of the company.....

2.Gender Male[] Female[]

3.Age range [] Less than 19 [] 20 - 29 [] 30 - 39 []
 40 - 49 [] 50 -59 [] 60 + []

4. **Highest Academic Qualification**

M.S.LC/ B.E.C.E [] S.S.C.E /O' Level [] G.C.E A Level []
Diploma [] Degree [] MA / M. Plfil]

Other (please specify).....

5. Nationality Ghanaian [] Non-Ghanaian []
6. Region: Western [] Central [] Eastern []
Volta [] Ashanti [] Upper East []
Upper West [] Northern Region [] Brong Ahafo []
Greater Accra Region []

SECTION B: RECRUITMENT AND SELECTION PROCESS

- 7 (a) Has your company a recruitment policy?
Yes [] No []
- (b) If yes can you please provide a copy? If no could you explain why?
.....
8. What importance does the company attach to this policy?
.....
9. How long has this policy been in place? Less than 1year [] 2-3 []
4-5 [] 6-7 [] 8-9 [] 10 + []
10. The company has been consistent in use of this policy. Strongly agree []
Agree [] neither agree nor disagree [] strongly disagree []
11. When is recruitment undertaken in your company?
13. What are the main 'recruitment' and selection procedure of your company?
(a) Recruitment Procedure (Please list the steps)
.....
(b) Selection procedure (Please list the steps)

.....
 (c) Could you please list the main internal and external recruitment process?

Internal recruitment processes	External recruitment processes

14. What are the main selection processes that are useful in employing each of the categories of people?

Junior staff	Middle level (senior staff)	Senior Management

15. Your company (can)be described as an equal opportunity employer?
 Strongly agree [] Agree Neither agree nor disagree
 Strongly disagree

16. Who are the key players involved in the recruitment exercise in this Company?

- (a).....
- (b).....
- ©.....
- (d).....

17. Identify the three most useful recruitment and selection practices of this company in order importance.

Recruitment	Selection
1	1
2	2
3	3

SECTION C: CHALLENGES IN RECRUITMENT AND SELECTION PROCESSES

18. Identify three (3) major challenges that confront the company in recruitment selection process in order of seriousness.

(a) Recruitment	(b) selection
1	1
2	2
3	3

19. At what level of recruitment and section are there challenges not very different ?

	Recruitment	Selection
Senior management	[]	[]
Expatriate	[]	[]
Senior staff	[]	[]
Junior staff	[]	[]

Others (specify)

20. What would you describe as the main reason accounting for this?

(a) Recruitment

(b) Selection

.....

.....

.....

.....

.....

.....

21. How does this affect the recruitment and selection policy of the company?

(a) Recruitment.....

(b) Selection.....

22. What is management doing to address the challenges?

.....

23. How is the recruitment and selection process at your Company evaluated?

.....

Thank you for your time and attention

APPENDIX C

HEADS OF DEPARTMENT QUESTIONNAIRE

Topic: **Recruitment and selection process of international mining companies:**
The case of Anglo gold Ashanti (Iduapriem) and Golden star (Bogoso / Prestea) Limited.

Dear Sir / madam,

This questionnaire forms a major part of a study which aims at seeking relevant data on the recruitment and the selection processes of the above mentioned companies. Your candid and objective response will be useful in collecting the necessary data for the successful completion of this study. Your confidentiality is fully assured in respect of the information provided.

Once again thank you for your willingness to participate.

Tick () and write where appropriate

SECTION A: BACKGROUND INFORMANTION OF RESPONDENT

1. How long have you been in this Company?
Less than one (1) year () 1-2() 2-3 () 3 – 4()
4-5() 5-6 () 6 - 7() 7-8 () 8-9() 10+ ()

2. Are you familiar with the recruitment and selection processes of the Company? Yes () No ()

3. Please if your answer to question 2 was **No** give reasons
.....

4. Does your department take part in the recruitment processes at your Company? Yes [] No []
- a. If yes to question 4, what role does the department play?

- b. If No please explain.....
5. How would you rate the recruitment process in the company?
 Very effective [] effective [] Ineffective []
 Very Ineffective []
6. Do you get the type of employees you require to work with at all times in your Department? Yes / No Please explain your answer

7. What three things do you think could be done to improve the present the situation?
 (1).....
 (2).....
 (3).....
8. How were you employed?
 (a) Through the labour office []
 (b) Direct by the company []
 © Other please specify.....
9. How did you get to know about your position?
 (a) Radio advertisement
 (b) Employee informant

(c) The company's notice board

(d) News paper advertisement

(e) Company's News letter

(f) other, please specify

10. Did you write a test before your selection and appointment?
Yes [] No [] please explain your answer

11. Were you interviewed before your appointment?
Yes [] No [] please explain your answer

12. How would you describe the interview environment /atmosphere?

Very threatening []

Threatening []

Welcoming []

Favourable []

Very favourable []

13. Were you inducted after your appointment Yes / No.

Please explain your answer

14. If you were inducted before starting the job, how satisfied were you about the

induction session? Very satisfied [] Satisfied []

Neither satisfied nor dissatisfied [] Dissatisfied [] Very dissatisfied []

15. Give three reasons in order of importance why you were satisfied or
dissatisfied with the induction procedure

(c) Satisfied

(vii)

(viii)

(ix).....

(d) Dissatisfied

(x)

(xi).....

(xii)

16. Any recommendation /suggestion towards improving the recruitment and Selection process in future

(iv).....

(v)

(vi).....

Thank you for your time and attention